

2006

Baldrige National Quality Program



# Examiner Application

ethics



excellence



## Baldrige National Quality Program

National Institute of Standards and Technology • Technology Administration • Department of Commerce

November 2005

"It's the best adult learning experience I have had." This is a frequent comment we hear from Examiners for the Malcolm Baldrige National Quality Award after they have completed Examiner training. And we've heard this comment from senior executives, from physicians, from school superintendents, and from new business supervisors. Being a Baldrige Examiner is a challenging and rewarding experience.

In support of the Baldrige National Quality Program, experts from around the United States give their time generously and enthusiastically as members of the Board of Examiners. Examiners make major contributions, both to the national effort to recognize and promote performance excellence, and to their employing organizations that support their participation. Examiners evaluate organizations that are competing to serve as role models for the United States by applying for the Malcolm Baldrige National Quality Award.

The Award Program includes five eligibility categories: manufacturing, service, small business, health care, and education. Category coverage and balance are important factors in selecting board members. We seek to ensure broad representation from many industries, companies, and organizations, including those from for-profit, nonprofit, and public sectors. We are particularly interested in attracting physician applicants and applicants with expertise in finance, food manufacturing, food service, hospitality, utilities, nonprofit (including charities, professional associations, and government organizations), K-12 and higher education, and senior management.

Prospective board members (including those who previously have served on the board) must apply each year. A portion of the board is replaced each year to expand the United States' base of knowledgeable, trained Examiners. This policy is necessary to fulfill the basic aims of the Baldrige National Quality Program, which are to allow participation by as many experts as possible and to provide needed sector balance.

If you believe you are qualified, are willing to make a significant commitment of time and energy, and want to benefit from the networking and educational experience of being an Examiner, we encourage you to apply to serve on this year's Board of Examiners.

Sincerely,

A handwritten signature in black ink that reads "Harry S. Hertz". The signature is written in a cursive, flowing style.

Harry S. Hertz  
Director, Baldrige National Quality Program

Baldrige National Quality Program—General Information	1
Board of Examiners—General Information	2
Board of Examiners—Selection	3
Board of Examiners—Conditions of Involvement	4
Board of Examiners—Code of Ethical Conduct	6
Board of Examiners—Application Instructions	9
Application Forms	10
North American Industrial Classification System (NAICS) Codes	next-to-last page of this document

## Baldrige National Quality Program Criteria for Performance Excellence

### Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Human Resource Focus
6. Process Management
7. Business Results

### Education Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Student, Stakeholder, and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Faculty and Staff Focus
6. Process Management
7. Organizational Performance Results

### Health Care Criteria for Performance Excellence

1. Leadership
2. Strategic Planning
3. Focus on Patients, Other Customers, and Markets
4. Measurement, Analysis, and Knowledge Management
5. Staff Focus
6. Process Management
7. Organizational Performance Results

*(It is recommended that you read the entire contents of this package before completing the application.)*

## Malcolm Baldrige National Quality Award (MBNQA)

The Malcolm Baldrige National Quality Award, created by public law in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

The Award was established to promote the awareness of performance excellence as an increasingly important element in competitiveness. Not only does it recognize excellent organizations, the Award also aims to increase the understanding of the requirements for performance excellence. To accomplish this, the Award promotes information sharing on successful performance strategies and the benefits derived from implementation of these strategies.

The Department of Commerce is responsible for the Baldrige National Quality Program and the Award. The National Institute of Standards and Technology (NIST), an agency of the Department's Technology Administration, manages the Baldrige Program.

## Award Eligibility

Any for-profit business headquartered in the United States or its territories, including U.S. subunits of foreign companies, may apply for the Award in the following categories:

- (1) manufacturing
- (2) service
- (3) small business

For-profit and nonprofit organizations in the United States or its territories may apply for the Award in the following categories:

- (4) education (elementary and secondary schools and school districts; colleges, university systems, schools or colleges within universities; professional schools; and technical schools)

- (5) health care (hospitals, health maintenance organizations, long-term care facilities, health care practitioner offices, home health agencies, and dialysis and ambulatory surgery centers)

## Criteria for Performance Excellence

The Criteria for Performance Excellence fall into seven Categories. The terms used to describe these Categories differ slightly among the three Criteria to better reflect the business, education, and health care environments, respectively. Award applicants must address a set of examination Items within each of these Categories. Heavy emphasis is placed on organizational performance and improvement demonstrated through quantitative data furnished by applicants. To identify the specific set of Categories for all three Criteria, please refer to the sector-specific lists following the Table of Contents.

## Award Examination Process

Each written Award application is evaluated by members of the Board of Examiners. High-scoring applicants are selected for site visits. A Panel of Judges recommends Award recipients to the Secretary of Commerce from among the site-visited applicants. All Award applicants receive written feedback, a summary of their strengths and opportunities for improvement.

## Confidentiality

All Award and Examiner applications are confidential. Information on the successful strategies of Award recipients is released only after approval is received from the recipients.

## Address and Information Requests

You may either apply online at [www.baldrige.nist.gov](http://www.baldrige.nist.gov) or send your completed application and sealed recommendations to

### National Institute of Standards and Technology Baldrige National Quality Program

Administration Building, Room A600

100 Bureau Drive, Stop 1020

Gaithersburg, MD 20899-1020

Telephone: (301) 975-2036; Fax: (301) 948-3716

E-mail: [nqp@nist.gov](mailto:nqp@nist.gov)

Web site: [www.baldrige.nist.gov](http://www.baldrige.nist.gov)

## Background

The Board of Examiners comprises leading U.S. business, health care, and education experts selected from industry, professional, and trade organizations; government agencies; other nonprofit groups; and the ranks of the retired. Examiners must take part in a comprehensive preparation course covering the Criteria for Performance Excellence, the scoring system, and the evaluation process. Those selected to be Examiners must have time available during the period from April to December 2006 to prepare for and to attend the preparation course in Gaithersburg, Maryland, and to conduct reviews.

The schedule for the Examiner application process is as follows:

- Examiner applications postmarked on or before January 8, 2006
- notification letter sent by March 28, 2006

## Examiner Application Process

Each fall, applications are solicited from individuals to serve as Examiners for the following year. Examiners who served on the board in previous years are required to reapply if they wish to serve again in 2006. Each year, a number of the Examiners are replaced to provide opportunities for participation by others. Due to the large number of applications, highly qualified applicants may not be selected in a given year in order to balance the board with Examiners from different sectors and/or with different work experiences.

Thus, past applicants who have not been selected are encouraged to apply again.

## Appointments

Examiners are appointed by the Director of NIST to serve for one Award cycle. Appointments are subject to the Conditions of Involvement described on pages 4 and 5, and the Code of Ethical Conduct provided on pages 6 and 7.

## Notification Process

Notification letters will be mailed to all Examiner candidates by March 28, 2006, indicating their selection status. Examiner selectees must return the confirmation notices immediately upon receipt. Detailed instructions for the return process will be included.

## Training

Training for those selected to be Examiners will be held at NIST in Gaithersburg, Maryland. The Examiner Preparation Course schedule is listed on page 20. Applicants will be able to indicate their preferred dates when they are notified of their selection.

## Selection Process

The Baldrige National Quality Program seeks to establish a board of experts capable of evaluating organizations eligible for the Malcolm Baldrige National Quality Award and willing to serve as representatives of the Program. Sector coverage and balance are important selection considerations. Board members are selected on the basis of their personal qualifications and are not considered representatives of their employers or any other organization. Efforts are made to ensure broad representation and to minimize disproportionate involvement from one industry, sector, or single organization.

## Selection Factors for the MBNQA Board of Examiners

Applications for the Board of Examiners are evaluated on the basis of the following:

- (1) **Criteria Category Expertise**—refers to having experience in the seven Criteria Categories. Current or previous positions may demonstrate expertise in several categories. For example, employment history may demonstrate supervision of a large enough number of people to understand Human Resource Focus (Category 5), significant production leadership experience that enables an understanding of Process Management (Category 6), or marketing expertise that facilitates an understanding of Customer and Market Focus (Category 3).
- (2) **Breadth and Depth of Experience**—refers to the extent an applicant has in-depth experience in several industrial or service sectors or health care or educational settings. (See the

North American Industrial Classification System [NAICS] Codes on the next-to-last page of this document.) Given the conflict-of-interest restrictions in assigning Examiners to evaluate applications, the Award Program must give preference to candidates with in-depth knowledge of more than one industry.

(3) **Specialized Expertise**—refers to knowledge or skill in an area of high need for the Program, such as experience in small business operations, senior management, statistical methods, health care, education, and financial results. Your expertise may be demonstrated through formal studies and/or accomplishments, which may include relevant job experience, papers or articles written, research conducted, and degrees or certificates earned.

(4) **Examiner Skills, Knowledge, and Abilities**—refers to the knowledge, skills, and abilities that have proven useful to Examiners. These include knowledge of strategic planning, customer service, human resources, and process management; as well as analytical ability (particularly as it applies to evaluating an organization); the ability to communicate both orally and in writing; and interpersonal skills that enable Examiners to serve as effective team members. Skill in using technology tools and resources to manage and communicate professional information (including Microsoft Word, e-mail, and the Internet) also is needed.

## Duties of Examiners

Examiners review, write an analysis of, and score written applications and prepare final scorebooks that are the foundation for written feedback reports to applicants. They also may participate in a consensus review process and a site visit. In addition to their application review responsibilities, board members contribute significantly to the Baldrige National Quality Program through outreach and educational activities by serving as representatives for the Program.

## Number to Be Selected

Approximately 540 Examiners will be selected to serve for the 2006 Award cycle.

## Examiner Eligibility

Examiners must be citizens or permanent residents of the United States and be located in the United States or its territories. No applicant shall be denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

## Terms and Conditions of Appointment

### (1) Completion of Application

Prospective board members must provide two recommendations along with the 2006 Examiner Application, which must be electronically submitted or postmarked no later than January 8, 2006. Recommendation letters must accompany the Examiner Application. Applicants who have previously served on the Board of Examiners should not submit recommendations.

Applicants will be sent letters informing them of their status in the Program by March 28, 2006. If a candidate finds, after submitting an application, that he/she would be unable to accept an appointment if offered, he/she should immediately

withdraw the application by notifying the Baldrige National Quality Program Office at 877-237-9064.

### (2) Code of Ethical Conduct

Board members are expected to carry out their duties and responsibilities in the Award Program in accordance with the Code of Ethical Conduct. (See page 6.)

### (3) Disclosure of Conflict of Interest

Those selected to serve on the board must provide information regarding conflicts of interest. Disclosure includes, but is not limited to, employers, financial interests, and client relationships. Such information will be used only for purposes of board assignments and otherwise will be kept confidential.

### (4) Term of Appointment

The term of appointment to the board is approximately one year. This period extends from the date the Examiner Preparation Course is completed through the Award ceremony.

### (5) Time Commitment

Applicants for the board should give careful consideration to the time commitment required to meet the Award review schedule. **A minimum of ten days is required from April to December. All Examiners are expected to complete a Stage 1, Independent Review of an Award application.** If requested by the Program, Examiners are also expected to participate in Stage 2, Consensus Review, and/or Stage 3, Site Visit Review. Examiners must assume these Award cycle responsibilities if at all possible and should plan accordingly.

Evaluation of Award applications and consensus review may be conducted at the Examiner's work or home. Business is conducted by overnight mail, secure phone and fax, and a secure Web site. Travel is necessary only for training and site visits.

Dates(s)	Activity or Stage	Approximate Time Commitment
April–May	Pework and training (entire board)	40–60 hours prework, 3–4 days training
June–July	Stage 1, independent review (entire board)	35–50 hours
August	Stage 2, consensus planning call (30–50% of board)	1–2 hours
August–September	Stage 2, consensus preparation (30–50% of board)	10–12 hours
September	Stage 2, consensus call (30–50% of board)	2 calls, 4–6 hours each
September	Stage 2, post-call wrap-up	1–3 hours
September–October	Stage 3, site visit preparation (20–25% of board)	1–2 days
September–October	Stage 3, site visit planning calls (20–25% of board)	2–8 hours
October–November	Stage 3, site visit (20–25% of board)	5–7 days, 15–18 hours per day

To ensure that Examiners understand these time commitments, applicants are asked to sign below.

I have read and understand the time requirements of the Award cycle for members of the Board of Examiners.

Signature



**(6) Preparation Courses**

Participation by board members in Examiner preparation courses is critical to the success of the Program because these courses include a detailed review of the Criteria for Performance Excellence, the evaluation process, the scoring system, consensus development, site visit requirements, and the Code of Ethical Conduct. All board members must attend one of the three-day preparation classes and must complete a 40- to 60-hour case study evaluation prior to attending the class. Selectees who cannot attend one of the scheduled classes will not serve as Examiners.

**(7) Adherence to Award Processes**

Board members are expected to meet all requirements associated with a fair and competent evaluation. This includes using the Criteria for Performance Excellence and corresponding scoring system, adhering to the evaluation processes, meeting site visit requirements, and avoiding conflicts of interest. Thorough documentation and written communication are essential parts of the overall review process.

**(8) Assignments of Board Members**

The Program seeks to provide the fairest, most competent evaluation of each Award application.

Accordingly, board members are assigned to applications based on their knowledge and experience, consistent with the requirements to avoid conflicts of interest, to apportion the application load equitably, and to adhere to agreed-upon schedules. Overall participation of board members varies, depending upon the results of the Stage 1 evaluations.

**(9) Compensation and Reimbursement**

Since the Award application review receives no federal funding and Award application fees are kept to a minimum, the Program needs to operate with maximum voluntary support. In 2006, the Program will reimburse Examiners for travel and expenses when requests are made and approved in advance. For the Examiner Preparation Course, those Examiners who do not receive travel reimbursement from their employers will receive reimbursement according to the following guidelines: (1) Airfare or costs of other modes of transportation will be reimbursed to a maximum amount of \$500. If the cost of a coach-only airline ticket or other mode of transportation exceeds this amount, those approved will be reimbursed up to the \$500 limit. (2) The Baldrige Program will provide breakfast and lunch on each day of training and dinner on Wednesday evening. All other allowable expenses will be reimbursed to a maximum of \$100, which includes transportation to and from the airport—at both your location and in Gaithersburg—and meals not provided by the Program. (3) Lodging at the hotel will be reimbursed for your stay at the reserved price for Baldrige Examiners. Request for reimbursement is not a factor in selection.



Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award. In promoting high standards of public service and ethical conduct, board members

- • conduct themselves professionally, with truth, accuracy, fairness, respect, and responsibility to the public
- avoid representing conflicting or competing interests, or placing themselves in such a position where their interest may be in conflict—or appear to be in conflict—with the purposes and administration of the Award
- safeguard the confidences of all parties involved in the judging or examination of present or former applicants
- protect confidential information and avoid disclosures that may in any way influence the Award integrity or process, currently or in the future
- do not serve any private or special interest in their fulfillment of the duties of a Judge or Examiner, therefore excluding by definition the examination of any organization or subunit of an organization that employs them or has a consulting arrangement in effect or anticipated with them
- do not serve as Examiners of a primary competitor or customer or supplier of any organization (or subunit of an organization) that employs them, that they have a financial interest in, or with which they anticipate a consulting arrangement, or are otherwise involved
- do not intentionally communicate false or misleading information that may compromise the integrity of the Award process or decisions therein
- make it clear, when establishing links from their own Web sites to the NIST or BNQP Web sites, that users will be taken to the official NIST Web sites
- acknowledge the use of trademarks owned by NIST, including those for NIST, Quest for Excellence, and the Malcolm Baldrige National Quality Award, along with a statement indicating the trademark is registered by the National Institute of Standards and Technology
- never approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship, and, if approached by an organization they have evaluated, do not accept employment from that organization for a period of five years after the evaluation
- maintain and safeguard fairness in the examination process, the confidentiality of all Award application information, including the identity of applicants
- treat as confidential all information about the applicant and the applicant's operation gained through the evaluation process, and take the following precautions:
  - Applicant information is not discussed with anyone, including other Examiners, with the exception of designated team members, Judges, the Award Administrator, and NIST representatives. This includes information contained in the written application, as well as any additional information obtained during a site visit.
  - Names of applicants are not disclosed during or after the application review process.
  - No copies of application information are made or retained. (ASQ will notify Examiners when to return materials.)
  - No notes, written or electronic, pertaining to the application are retained. (ASQ will notify Examiners when to destroy all notes.)
  - No discussions mentioning applicant identities are held on cellular or cordless phones or by voice mail. Electronic exchanges are only through *examinerdepot*, an encrypted, secure Web site designated by NIST.
  - No applicant information is adapted and/or used subsequent to the review process, unless the information is publicly released by the applicant (at the annual Quest for Excellence Conference, for example).
  - Do not reveal or discuss with other Examiners, either during training or during the application review phases, their participation with an organization in the preparation of an Award application
- personally and independently score all assigned applications
- during stages 1 and 2, do not communicate with applicant organization, or in any manner seek additional documentation, information, or clarification about the applicant's organization. This restriction includes Internet searches. At Stage 3, Site Visit Review, the site visit team leader will communicate with the applicant
- do not at anytime (during or after the evaluation cycle) independently give feedback to applicants regarding scoring or overall performance
- upon completion of the Examiner Preparation Course, may use the following designation: Examiner, Malcolm Baldrige National Quality

Award (MBNQA), and year(s) served. However, board members may not use the MBNQA logo in advertising or promotion, nor not use business cards include the Examiner designation or the MBNQA logo

- during the consensus and site visit processes, encourage and maintain a professional working environment that promotes respect for the Award applicants, their employees, and all members of the Examiner Team

- when participating in a site visit, respect the climate, culture, and values of the organization being evaluated

Furthermore, board members enhance and advance the Malcolm Baldrige National Quality Award as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance. All board members pledge to abide by this Code of Ethical Conduct.

*Note: Use this form only if you wish to complete and submit your application on paper. If you wish to submit your application electronically, access the online application from our Web site, [www.baldrige.nist.gov](http://www.baldrige.nist.gov).*

SEE DESCRIPTIONS BELOW TO DETERMINE WHICH FORMS YOU SHOULD COMPLETE.

## First-Time Applicants

- Personal Information
- Examiner Knowledge, Skills, and Abilities
- Criteria Category Expertise
- Employment History
- Education and Training
- How Did You Hear About the Board of Examiners?
- Baldrige or Related Assessment Experience
- Outreach Activities
- Self-Rankings
- Disclosure of Conflict of Interest
- Code of Ethical Conduct
- Recommendations (Required recommendation forms are on pages 21–24.)
- Examiner Preparation Course Schedule

## Previous Applicants Who Have Never Served on the Board

If you have applied previously (within the past three years) but never served on the Board of Examiners, you may simply update your Employment History, if necessary, and complete the remainder of the forms and the other sections of the application. To view the information submitted previously, go to [www.baldrige.nist.gov](http://www.baldrige.nist.gov). A PIN and password will be sent to you in November to allow you to access your file. If you have any questions about this process, please call our Examiner Hotline (877-237-9064).

All applicants who have never served on the Board of Examiners must submit the two required recommendation forms as part of their completed application package. The completed recommendation forms and four copies should be returned to the applicant in a sealed envelope (with the signature of the recommendation provider across the seal) for inclusion in the application package. The completed forms must be included with the application package that is mailed to the Baldrige National Quality Program Office:

National Institute of Standards and Technology  
Baldrige National Quality Program  
Administration Building, Room A600  
100 Bureau Drive, Stop 1020  
Gaithersburg, MD 20899-1020

## Returning Examiners

- Personal Information
- Update to Employment Information
- Education and Training
- Outreach Activities
- Self-Rankings
- Disclosure of Conflict of Interest
- Code of Ethical Conduct
- Examiner Preparation Course Schedule

## Formatting Instructions

Any type style may be used. Applicants may submit an application produced with a word processor if (1) the application pages contain the identical information requested on this form, (2) the information is presented in the same order, and (3) the layout and space allocation are similar to this form. Applications produced with a word processor must meet these requirements.

## Submission Instructions

The application package must include one original typed application, four copies of the application forms, and two envelopes containing the completed recommendation forms with copies. Two-sided copies are preferred. Fax copies are not acceptable.

Examiner applicant selection letters will be mailed by March 28, 2006.

# PERSONAL INFORMATION

PLEASE TYPE THE APPLICATION.

_____	_____	_____
Last Name	First Name	M.I.
		Title: Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs. <input type="checkbox"/> Dr. <input type="checkbox"/>
<b>Home Address:</b> _____		Date of Birth: (Optional) _____
Street _____		Place of Birth: _____
City, State, Zip _____		Citizenship: _____
Preferred Mailing Address: <input type="checkbox"/> Work <input type="checkbox"/> Home		Permanent Resident Visa: <input type="checkbox"/> Yes <input type="checkbox"/> No
<small>(Preferred address cannot include a P.O. Box number. Work address is listed on the Employment History Form under "Primary Employer.")</small>		
Please indicate your preferred phone and fax numbers by placing "x" in the boxes provided.		
<b>Work Phone:</b> _____	<b>Home Phone:</b> _____	Preferred Phone: <input type="checkbox"/> Work <input type="checkbox"/> Home
<b>Work Fax:</b> _____	<b>Home Fax:</b> _____	Preferred Fax: <input type="checkbox"/> Work <input type="checkbox"/> Home
<b>E-mail Address:</b> _____		
List up to 5 NAICS Codes most relevant to your expertise: __, __, __, __, __. (See PDF version.)		
If you have been an MBNQA Examiner previously, list the year(s) you have served: __, __, __, __.		
May we send your name to the state award programs as a potential examiner? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Already involved		
Preferred Name for Name Tag: (Provide first and last name only.)		Preferred Name for Certificate (Use of one degree or credential is optional.)

# EXAMINER KNOWLEDGE, SKILLS, AND ABILITIES

It is beneficial for Examiners to possess some or all of the following skills. Refer to “Selection Factors” on page 3 of this document for more information.

Note: For questions 1–4, please place a single (only one) check mark in the circle that best describes your professional experience.

1. Which of the following best describes your strategic planning experience?

- ☐ As a strategic planning expert, I established strategic plan objectives and action plans, and I measured these plans using key performance measures or indicators.
- ☐ I led strategic planning over a number of years or with a variety of organizations.
- ☐ I have participated substantially in the strategic planning process.
- ☐ I have limited participation in the strategic planning process.
- ☐ I have no experience in the strategic planning process.

2. Which of the following best describes your experience designing and delivering products, services (including patient care or course work), or support processes (including administrative processes and supplier/partner processes)?

- ☐ I am a recognized expert (e.g., certified/experienced Six Sigma Black Belt, have a current ASQ or other professional certification).
- ☐ I have significant production leadership experience.
- ☐ I have direct involvement in the design and delivery of my organization’s key processes.
- ☐ I have a substantial educational background and/or training in process management.
- ☐ I have no experience in process management.

3. Which of the following best describes your experience with human resource approaches and issues?

- ☐ I have held one or more leadership or supervisory positions, and I have made organization-wide decisions regarding employee recruitment, benefits, training, development, and/or safety.
- ☐ I have supervised a large enough group of employees to understand human resource approaches and issues.
- ☐ I have had first-line supervisory responsibility for implementation of training and/or implementation of human resource policies.
- ☐ I have had training in human resource policies and practices.
- ☐ I have no experience in human resource policies and practices.

4. Which of the following best describes your experience with systematic processes and formal methodologies for determining customer/student/patient satisfaction, customer relationships, market knowledge, and customer/student/patient/stakeholder requirements?

- ☐ As an expert in this field, I routinely determine requirements of key customer processes, design and measure processes that meet these requirements, and improve processes to achieve better performance.
- ☐ I have demonstrated experience with customer relationship management processes in a variety of settings over a number of years.
- ☐ I have implemented and improved customer relationship and management processes and methodologies.
- ☐ I have had formal education or training in these processes or methodologies.
- ☐ I have no experience in these processes and methodologies.

## EXAMINER KNOWLEDGE, SKILLS, AND ABILITIES (continued)

*Note: Your response should include no more than six lines of text under each heading.*

### 5. ANALYTICAL SKILLS

The ability to examine “analytically” an Award application is an important skill. Please describe the experience you have had selecting, gathering, analyzing, managing, and improving data and/or information.

### 6. COMMUNICATION SKILLS

The ability to convey your thoughts orally and in writing in a clear and concise manner is a valuable skill for participation in the evaluation process. It is also an important skill to help promote and represent the Baldrige National Quality Program. Please describe your accomplishments in both oral and written communication by citing specific examples of your most recent and/or relevant experience. Please include the titles of your oral communications and the audiences to whom you presented (internal and external to your organization). Please include publications, articles, business reports, and analytical writing citations.

### 7. TEAM MEMBER SKILLS

The Baldrige Award Assessment is a team-based process, especially at the consensus and site visit stages. In addition, Examiner training emphasizes the necessity for team skills. Please provide a brief description of your experience in teams and why you are an effective team member.

## CRITERIA CATEGORY EXPERTISE

*Note: For an explanation of the Baldrige framework and leadership and results triads, see “Baldrige Criteria for Performance Excellence Framework: A Systems Perspective” on page 5 in the 2005 Criteria for Performance Excellence booklet.*

Within the Baldrige framework, the leadership triad emphasizes the importance of a leadership focus on strategy and customers/patients/students. Describe the work/personal experience, knowledge, and involvement you have had that would qualify you to examine and provide feedback to an organization on its leadership triad. This should support your responses to questions 1 and 2 on the Examiner Knowledge, Skills, and Abilities Form.

Within the Baldrige framework, the results triad focuses on an organization’s employees and key processes to accomplish the work that yields business/health care/student learning results. Describe the work/personal experience, knowledge, and involvement you have had that would qualify you to examine and provide feedback to an organization on its results triad. This should support your responses to questions 3 and 4 on the Examiner Knowledge, Skills, and Abilities Form.



## EMPLOYMENT HISTORY

Describe in reverse chronological order (beginning with your most recent position) your last 15 years of employment—or your last five positions if they cover a longer period. The primary employer information will be used to identify your professional affiliation for the year 2006, serving as your work-contract information. (Although you may have more than one current employer, you may only have one “primary” employer.)

Primary Employer: _____ Parent Company: _____	Number of Employees: _____ Number of Employees: _____
Work Address: _____ _____	
City/State: _____	
Dates of Service _____ to _____ Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/> (mm/yyyy): _____ Check here if you are eligible to receive a company-funded pension based on your employment with this company. <input type="checkbox"/> Organization Type (Please check all that apply.): <div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> small business (fewer than 500 employees)  <input type="checkbox"/> service  <input type="checkbox"/> manufacturing  <input type="checkbox"/> nonprofit         </div> <div> <input type="checkbox"/> health care  <input type="checkbox"/> government  <input type="checkbox"/> independent consultant  <input type="checkbox"/> other type: _____         </div> <div> <input type="checkbox"/> early childhood/secondary education  <input type="checkbox"/> higher education  <input type="checkbox"/> other education         </div> </div> Job Title: _____ Number of Employees That You Supervise: _____ Name of Your Supervisor: _____	

Employer: _____ Parent Company: _____	Number of Employees: _____ Number of Employees: _____
Dates of Service _____ to _____ Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/> (mm/yyyy): _____ Check here if you are eligible to receive a company-funded pension based on your employment with this company. <input type="checkbox"/> Organization Type (Please check all that apply.): <div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> small business (less than 500 employees)  <input type="checkbox"/> service  <input type="checkbox"/> manufacturing  <input type="checkbox"/> nonprofit         </div> <div> <input type="checkbox"/> health care  <input type="checkbox"/> government  <input type="checkbox"/> independent consultant  <input type="checkbox"/> other type: _____         </div> <div> <input type="checkbox"/> early childhood/secondary education  <input type="checkbox"/> higher education  <input type="checkbox"/> other education         </div> </div> Job Title: _____ Number of Employees Supervised: _____ Name of Your Supervisor: _____	

Employer: _____ Parent Company: _____	Number of Employees: _____ Number of Employees: _____
Dates of Service _____ to _____ Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/> (mm/yyyy): _____ Check here if you are eligible to receive a company-funded pension based on your employment with this company. <input type="checkbox"/> Organization Type (Please check all that apply.):	

<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care	<input type="checkbox"/> early childhood/secondary education
<input type="checkbox"/> service	<input type="checkbox"/> government	<input type="checkbox"/> higher education
<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant	<input type="checkbox"/> other education
<input type="checkbox"/> nonprofit	<input type="checkbox"/> other type: _____	

Job Title: \_\_\_\_\_ Number of Employees Supervised: \_\_\_\_\_

Name of Your Supervisor: \_\_\_\_\_

## EMPLOYMENT HISTORY (continued)

Employer: _____	Number of Employees: _____
Parent Company: _____	Number of Employees: _____
Dates of Service _____ to _____ (mm/yyyy): _____	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/>
Check here if you are eligible to receive a company-funded pension based on your employment with this company. <input type="checkbox"/>	
Organization Type (Please check all that apply.):	
<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care
<input type="checkbox"/> service	<input type="checkbox"/> government
<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant
<input type="checkbox"/> nonprofit	<input type="checkbox"/> other type: _____
Job Title: _____	Number of Employees Supervised: _____
Name of Your Supervisor: _____	

Employer: _____	Number of Employees: _____
Parent Company: _____	Number of Employees: _____
Dates of Service _____ to _____ (mm/yyyy): _____	Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Retired <input type="checkbox"/>
Check here if you are eligible to receive a company-funded pension based on your employment with this company. <input type="checkbox"/>	
Organization Type (Please check all that apply.):	
<input type="checkbox"/> small business (less than 500 employees)	<input type="checkbox"/> health care
<input type="checkbox"/> service	<input type="checkbox"/> government
<input type="checkbox"/> manufacturing	<input type="checkbox"/> independent consultant
<input type="checkbox"/> nonprofit	<input type="checkbox"/> other type: _____
Job Title: _____	Number of Employees Supervised: _____
Name of Your Supervisor: _____	

## EDUCATION AND TRAINING

Formal Education:		
Institution (Name, City, State)	Degree/Certificate	Dates Attended
_____	_____	_____
_____	_____	_____

Other Relevant Training:		
Course Topic	Provider	Dates Attended

## HOW DID YOU HEAR ABOUT THE MBNQA BOARD OF EXAMINERS?

Please tell us if any of the following had an influence on your decision to apply to become an Examiner. Check all that apply and be as specific as possible.

☐ Publication Announcement    Specify Publication: \_\_\_\_\_

☐ Association Newsletter    Specify Association: \_\_\_\_\_

☐ The Examiner booklet *Get on Board as a Baldrige Examiner* received at or by

☐ Conference (Which one?) \_\_\_\_\_

☐ Organization (Which one?) \_\_\_\_\_

☐ Mailing \_\_\_\_\_

☐ E-mail \_\_\_\_\_

☐ Other BNQP Materials    Specify Publication: \_\_\_\_\_

☐ Word of Mouth

☐ MBNQA Examiner                      ☐ State/Local Program Examiner

☐ MBNQA Judge                            ☐ State/Local Judge

☐ Co-worker/Supervisor \_\_\_\_\_

☐ Other \_\_\_\_\_

☐ Organization or Company    Organization Name: \_\_\_\_\_

☐ Involvement in a State or Local Award Program    Program Name: \_\_\_\_\_

☐ Web Site

☐ National Institute of Standards and Technology

☐ Baldrige National Quality Program

☐ American Society for Quality

☐ Other Site (Please specify.) \_\_\_\_\_

☐ Other (Please specify.) \_\_\_\_\_

☐ Have you ever applied to be an MBNQA Examiner before? If so, please indicate the years: \_\_, \_\_, \_\_, \_\_.

## BALDRIGE OR RELATED ASSESSMENT EXPERIENCE

Although not a requirement, it is helpful for Examiners to have previous Baldrige-like assessment experience. Please describe the experience you have had evaluating or preparing applications for internal, state or local, international, association, or other organizational award programs. You also may include experience with internal or supplier assessment processes based on the Baldrige Criteria. Please make sure you include length of service with each program mentioned. Also include any experience you have in the following roles: **Examiner, Senior Examiner, Judge, Overseer, Final Feedback Writer/Editor, Application Author, Program Director, and Consensus or Site Visit Leader.**

Program Name	Role	Number of Years
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

## OUTREACH ACTIVITIES

Please list professional and other organizations with which you are affiliated, and indicate the nature of your affiliation. Also, indicate how you have assisted these organizations with outreach activities. This assistance may include presentations or articles you have completed on behalf of these groups.

Organization	Role
_____	_____
_____	_____
_____	_____
_____	_____

## SELF-RANKINGS

Please rank from 1 to 7 your ability to evaluate applications in the following areas:

*1 = best (Use no number more than once.)*

- \_\_\_\_\_ Manufacturing Business
- \_\_\_\_\_ Service Business
- \_\_\_\_\_ Small Business—Manufacturing (not more than 500 employees)
- \_\_\_\_\_ Small Business—Service (not more than 500 employees)
- \_\_\_\_\_ Health Care Organization
- \_\_\_\_\_ Early Childhood Through Secondary Education
- \_\_\_\_\_ Post-Secondary Education

Please rank from 1 to 7 your ability to evaluate applications in the following Categories:

*1 = best (Use no number more than once.)*

- \_\_\_\_\_ Leadership
- \_\_\_\_\_ Strategic Planning
- \_\_\_\_\_ Customer and Market Focus
- \_\_\_\_\_ Measurement, Analysis, and Knowledge Management
- \_\_\_\_\_ Human Resource Focus
- \_\_\_\_\_ Process Management
- \_\_\_\_\_ Business Results

Please rank from 1 to 7 your level of knowledge or skill in the following areas:

*1 = best (Use no number more than once.)*

- \_\_\_\_\_ Expertise in the management of business, education, or health care
- \_\_\_\_\_ Expertise in the analysis of results in business, education, or health care
- \_\_\_\_\_ Knowledge of practices and improvement strategies leading to performance excellence
- \_\_\_\_\_ Written skills
- \_\_\_\_\_ Leadership skills
- \_\_\_\_\_ Interpersonal skills
- \_\_\_\_\_ Education or training skills

## DISCLOSURE OF CONFLICT OF INTEREST

Members of the Malcolm Baldrige National Quality Award Board of Examiners shall voluntarily disclose to the Administrators of the Award the identity of employers, competitors, key customers, key suppliers, and clients, past, present, or potential, whose interest might be favorably or unfavorably affected by the actions the Examiner will undertake while acting as a member of the Board of Examiners. This includes disclosure of

- Companies in which MBNQA Board of Examiners members have financial holdings
- Affiliations that may present or seem to present a conflict of interest for the board member

If selected to be a member of the Board of Examiners, signed statements will be requested before attendance at one of the Examiner Preparation Courses. Any material misstatement of fact in this application or incomplete disclosure of conflicts of interest shall be grounds for disqualification from the review process or dismissal from the Board of Examiners. In addition, Examiners agree to update their employment, financial, and client records periodically throughout their appointment.

*In applying for a position on the Malcolm Baldrige National Quality Award Board of Examiners, I attest to the accuracy of the information in this application.*

---

Signature of Applicant  
***Please sign in blue ink.***

---

Date

## BOARD OF EXAMINERS CODE OF ETHICAL CONDUCT

Members of the Malcolm Baldrige National Quality Award Board of Examiners pledge to uphold their professional principles in the fulfillment of their responsibilities as defined in the administration of Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, which establishes the Malcolm Baldrige National Quality Award. In promoting high standards of public service and ethical conduct, board members

- Conduct themselves professionally, with truth, accuracy, fairness, respect, and responsibility to the public.
- Avoid representing conflicting or competing interests, or placing themselves in such a position where their interest may be in conflict—or appear to be in conflict—with the purposes and administration of the Award.
- Safeguard the confidences of all parties involved in the judging or examination of present or former applicants.
- Protect confidential information and avoid disclosures that may in any way influence the Award integrity or process, currently or in the future.
- Do not serve any private or special interest in their fulfillment of the duties of a Judge or Examiner, therefore excluding by definition the examination of any organization or subunit of an organization which employs them or has a consulting arrangement in effect or anticipated with them.
- Do not serve as Examiners of a primary competitor or customer or supplier of any organization (or subunit of an organization) that employs them, or that they have a financial interest in, anticipate a consulting arrangement with, or are otherwise involved.
- Do not intentionally communicate false or misleading information that may compromise the integrity of the Award process or decisions therein.
- Do when establishing links from their own Web sites to the NIST or BNQP Web sites make it clear to their users that they will be taken to the official NIST Web sites.
- Acknowledge the use of trademarks owned by NIST, including NIST, Quest for Excellence, and Malcolm Baldrige National Quality Award, along with a statement indicating the trademark is registered by the National Institute of Standards and Technology.
- Never approach an organization they have evaluated for their personal gain, including the establishment of an employment or consulting relationship, and if approached by an organization they have evaluated, do not accept employment from that organization for a period of five years after the evaluation.
- Maintain the confidentiality of all Award application information, including the identity of applicants, and preserve fairness in the examination process.
- Treat as confidential all information about the applicant and the applicant's operation gained through the evaluation process, and take the following precautions:

- a. Applicant information is not to be discussed with anyone, including other Examiners, with the exception of designated team members, Judges, the Award Administrator, and NIST representatives. This includes information contained in the written application as well as any additional information obtained during a site visit.
  - b. Names of applicants are not disclosed during or after the application review process.
  - c. No copies of application information are made or retained. (ASQ will notify Examiners when to return materials.)
  - d. No notes, written or electronic, pertaining to the application are retained. (ASQ will notify Examiners when to destroy all notes.)
  - e. No discussions mentioning applicant identities are held on cellular or cordless phones or by voice mail. E-mail exchanges are only through encrypted, secure Web sites designated by NIST.
  - f. No applicant information is adapted and used subsequent to the review process, unless the information is publicly released by the applicant (at the annual Quest for Excellence Conference, for example).
- Personally and independently score all assigned applications.
  - Do not communicate with applicant organizations or in any manner seek additional documentation, information, or clarification. This restriction includes Internet searches.
  - Do not at any time (during or after the evaluation cycle) independently give feedback to applicants regarding scoring or overall performance.
  - Do not reveal or discuss with other Examiners, either during the training or during the application review phases, their participation with an organization in the preparation of an Award application.
  - Upon completion of the Examiner Preparation Course, may use the following designation: Examiner, Malcolm Baldrige National Quality Award (MBNQA), and year(s) served. However, board members may not use the MBNQA logo in any advertising or promotion, nor may business cards include the Examiner designation or the MBNQA logo.
  - During the consensus and site visit processes, encourage and maintain a professional working environment that promotes respect of the Award applicants, their employees, and all members of the Examiner Team.
  - When participating in a site visit, respect the climate, culture, and values of the organization being evaluated.
- Furthermore, board members enhance and advance the Malcolm Baldrige National Quality Award as it serves to stimulate American companies and organizations to improve quality, productivity, and overall performance. All board members pledge to abide by this Code of Ethical Conduct.

*I agree to abide by the Code of Ethical Conduct.*

\_\_\_\_\_  
Signature of Applicant  
*Please sign in blue ink.*

\_\_\_\_\_  
Date

## RECOMMENDATIONS

Applicants who have not served on the Board of Examiners must submit two required recommendation forms. If possible, one recommendation should be from someone within your organization; the second should be from someone outside of it. Members of the 2005 Panel of Judges may not provide recommendations. **Applicants are responsible for ensuring that the recommendations are submitted (and properly sealed) with the application package and for having the application package postmarked no later than January 8, 2006. Written recommendations must be postmarked on or before January 8, 2006. Recommendation letters and/or application forms sent by fax are not acceptable.**



## EXAMINER PREPARATION COURSE SCHEDULE

All members of the 2006 Board of Examiners must attend training in Gaithersburg, Maryland. New Examiners must attend a 1-day orientation class. The orientation will be held each Tuesday prior to the 3-day Examiner Preparation course. Senior Examiners must attend the 1-day Senior Examiner training course to be eligible to serve as Seniors in the 2006 Award cycle. Examiners selected to serve as Senior Examiners will receive invitations from the Program. The Senior Examiner Course also will be held each Tuesday prior to the 3-day course. All Examiners, regardless of their years of service on the board, must attend one of the 3-day Examiner Preparation courses. The training dates are shown below with 4-day sessions for new and Senior Examiners and 3-day sessions for returning Examiners. Please note these training dates on your calendar. Your letter of selection will be mailed on March 28, 2006, to the address given on your application. (For timely delivery of the selection letter, please notify us of any address change.) Upon receipt, you may choose your preferred training dates with the understanding that classes will be filled on a first-come, first-served basis. Although there is a maximum number of Examiners we can train each week, we will make every effort to honor your first-choice dates.

### Examiner Preparation Course Schedule

#### Examiner Preparation Courses

##### **3-Day Sessions for All Examiners**

May 3–5  
May 10–12  
May 17–19  
May 24–26

#### Senior Preparation, New Examiner Orientation Courses

##### **4-Day Sessions for Senior and New Examiners**

May 2–5  
May 9–12  
May 16–19  
May 23–26

☐ I have read the schedule and am available for training on these dates.

# RECOMMENDATION FORM

*(Recommendations are not required for former members of the Board of Examiners.)*

\_\_\_\_\_ has applied to be a member of the 2006 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would provide a recommendation.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. Examiners review, write an analysis of, and score written applications and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management processes and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a recommendation relating to your knowledge of the applicant's qualifications to be an Examiner. **To submit the recommendation on paper, fill out the entire form and return the original form and four copies (two-sided copies are preferred) with your signature across the seal of the envelope. Return your recommendation form to the applicant early enough to ensure that the completed application can be submitted to the Baldrige National Quality Program Office with a postmark no later than January 8, 2006. (The completed recommendation forms must be included with the application package that is mailed to the Baldrige National Quality Program Office by the applicant, or the applicant may mail the forms separately if the application is submitted electronically.) Please note that fax copies are not acceptable.**

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer and Market Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Measurement, Analysis, and Knowledge Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Human Resource Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Process Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Business Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Expertise in the management of business, education, or health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Expertise in the analysis of results in business, education, or health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Knowledge of practices and improvement strategies leading to performance excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Written skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Education or training skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RECOMMENDATION FORM (continued)

<b>Name of Applicant:</b> _____		<b>Applicant Phone No.:</b> _____
Name of Recommendation Provider: _____		
Title: _____		Provider Phone No.: _____
Employer: _____		Years Known Applicant: _____
<p>Please evaluate the applicant's qualifications to be an Examiner.</p>		

Upon the applicant's request, the Baldrige National Quality Program Office will make this recommendation available to the applicant.

Recommendation  
Provider Signature \_\_\_\_\_ Date \_\_\_\_\_  
*Please sign in blue ink.*

# RECOMMENDATION FORM

*(References are not required for former members of the Board of Examiners.)*

\_\_\_\_\_ has applied to be a member of the 2006 Board of Examiners for the Malcolm Baldrige National Quality Award and has indicated you would provide a recommendation.

The role of the Examiners is to evaluate applicants for the Malcolm Baldrige National Quality Award based on the Criteria for Performance Excellence. Examiners review, write an analysis of, and score written applications and prepare the final scorebooks that are the basis for feedback reports to applicants. They also participate in consensus evaluations and site visits. In doing so, Examiners are required to have expertise in business, education, or health care management processes, and results; have knowledge of practices and improvement strategies leading to performance excellence; possess and use good analytical, writing, and oral communication skills; and work as team members. Examiners must meet the highest standards of qualification and peer recognition.

Please provide a recommendation relating to your knowledge of the applicant's qualifications to be an Examiner. **To submit the recommendation on paper, fill out the entire form and return the original form and four copies (two-sided copies are preferred) with your signature across the seal of the envelope. Return your recommendation form to the applicant early enough to ensure that the completed application can be submitted to the Baldrige National Quality Program Office with a postmark no later than January 8, 2006. (The completed recommendation forms must be included with the application package that is mailed to the Baldrige National Quality Program Office by the applicant, or the applicant may mail the forms separately if the application is submitted electronically.) Please note that fax copies are not acceptable.**

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's knowledge in the following categories, which are drawn from the Baldrige Criteria for Performance Excellence. Place an "x" in the appropriate column.

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Customer and Market Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Measurement, Analysis and Knowledge Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Human Resource Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Process Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Business Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using as a basis for comparison your peer group (professional colleagues), please rank the applicant's ability in the following areas. Place an "x" in the appropriate column.

	Don't Know	Lower 50%	Upper 50%	Upper 25%	Upper 10%	Upper 1%
1. Expertise in the management of business, education, or health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Expertise in the analysis of results in business, education, or health care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Knowledge of practices and improvement strategies leading to performance excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Written skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Education or training skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## RECOMMENDATION FORM (continued)

<b>Name of Applicant:</b> _____	<b>Applicant Phone No.:</b> _____
Name of Recommendation Provider: _____	
Title: _____	Provider Phone No.: _____
Employer: _____	Years Known Applicant: _____

Please evaluate the applicant's qualifications to be an Examiner.

**Upon the applicant's request, the Baldrige National Quality Program Office will make this recommendation available to the applicant.**

Recommendation  
Provider Signature \_\_\_\_\_ Date \_\_\_\_\_  
*Please sign in blue ink.*

## North American Industrial Classification System (NAICS) Codes

*Please insert NAICS Codes most relevant to your area(s) of expertise on the Personal Information Form (page 10). If you wish to access the NAICS codes on-line, connect to [www.census.gov](http://www.census.gov), select “subjects A to Z,” select “NAICS” (North American Industry Classification System).*

### Code Sector

111 Crop Production  
112 Animal Production  
113 Forestry and Logging  
115 Support Activities for Agriculture and Forestry  
211 Oil and Gas Extraction  
212 Mining (except Oil and Gas)  
213 Support Activities for Mining  
221 Utilities  
236 Construction of Buildings  
237 Heavy and Civil Engineering Construction  
238 Specialty Trade Contractors  
311 Food Manufacturing  
312 Beverage and Tobacco Product Manufacturing  
313 Textile Mills  
315 Apparel Manufacturing  
316 Leather and Allied Product Manufacturing  
321 Wood Product Manufacturing  
322 Paper Manufacturing  
323 Printing and Related Support Activities  
324 Petroleum and Coal Products Manufacturing  
325 Chemical Manufacturing  
326 Plastics and Rubber Products Manufacturing  
327 Nonmetallic Mineral Product Manufacturing  
331 Primary Metal Manufacturing  
332 Fabricated Metal Product Manufacturing  
333 Machinery Manufacturing  
334 Computer and Electronic Product Manufacturing  
335 Electrical Equipment, Appliance, and Component Manufacturing  
336 Transportation Equipment Manufacturing  
337 Furniture and Related Product Manufacturing  
339 Miscellaneous Manufacturing  
423 Merchant Wholesalers, Durable Goods  
424 Merchant Wholesalers, Nondurable Goods  
425 Wholesale Electronic Markets and Agents and Brokers  
441 Motor Vehicle and Parts Dealers  
442 Furniture and Home Furnishings Stores  
443 Electronics and Appliance Stores

### Code Sector

444 Building Material and Garden Equipment and Supplies Dealers  
445 Food and Beverage Stores  
446 Health and Personal Care Stores  
447 Gasoline Stations  
448 Clothing and Clothing Accessories Stores  
451 Sporting Goods, Hobby, Book, and Music Stores  
452 General Merchandise Stores  
453 Miscellaneous Store Retailers  
454 Nonstore Retailers  
481 Air Transportation  
482 Rail Transportation  
483 Water Transportation  
484 Truck Transportation  
485 Transit and Ground Passenger Transportation  
486 Pipeline Transportation  
487 Scenic and Sightseeing Transportation  
488 Support Activities for Transportation  
491 Postal Service  
492 Couriers and Messengers  
493 Warehousing and Storage  
511 Publishing Industries (except Internet)  
512 Motion Picture and Sound Recording Industries  
515 Broadcasting (except Internet)  
516 Internet Publishing and Broadcasting  
521 Monetary Authorities—Central Bank  
522 Credit Intermediation and Related Activities  
523 Securities, Commodity Contracts, and Other Financial Investments and Related Activities  
524 Insurance Carriers and Related Activities  
525 Funds, Trusts, and Other Financial Vehicles  
531 Real Estate  
532 Rental and Leasing Services  
533 Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)  
541 Professional, Scientific, and Technical Services  
551 Management of Companies and Enterprises  
561 Administrative and Support Services  
562 Waste Management and Remediation Services

### Code Sector

611 Educational Services  
6111 Elementary and Secondary Schools  
6112 Junior Colleges  
6113 Colleges, Universities, and Professional Schools  
6114 Business Schools and Computer and Management Training  
6115 Technical and Trade Schools  
6116 Other Schools and Instruction  
6117 Educational Support Services  
621 Ambulatory Health Care Services  
6211 Offices of Physicians  
6212 Offices of Dentists  
6213 Offices of Other Health Practitioners  
6214 Outpatient Care Centers  
6215 Medical and Diagnostic Laboratories  
6216 Home Health Care Services  
6219 Other Ambulatory Health Care Services  
622 Hospitals  
623 Nursing and Residential Care Facilities  
711 Performing Arts, Spectator Sports, and Related Industries  
712 Museums, Historical Sites, and Similar Institutions  
713 Amusement, Gambling, and Recreation Industries  
721 Accommodation  
722 Food Services and Drinking Places  
811 Repair and Maintenance  
812 Personal and Laundry Services  
813 Religious, Grantmaking, Civic, Professional, and Similar Organizations  
814 Private Households  
921 Executive, Legislative, and Other General Government Support  
922 Justice, Public Order, Safety Activities  
923 Administration of Human Resource Programs  
924 Administration of Environmental Quality Programs  
925 Administration of Housing Programs, Urban Planning, and Community Development  
926 Administration of Economic Programs  
927 Space Research and Technology  
928 National Security and International Affairs  
999 Unclassified Establishments

## Baldrige National Quality Program

**Baldrige National Quality Program**  
**National Institute of Standards and Technology**  
**Technology Administration**  
**United States Department of Commerce**  
Administration Building, Room A600  
100 Bureau Drive, Stop 1020  
Gaithersburg, MD 20899-1020

The National Institute of Standards and Technology (NIST) is a nonregulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to develop and promote measurement standards and technology to enhance productivity, facilitate trade, and improve the quality of life. The Baldrige National Quality Program (BNQP) at NIST is a customer-focused federal change agent that enhances the competitiveness, quality, and productivity of U.S. organizations for the benefit of all citizens. BNQP develops and disseminates evaluation criteria and manages the Malcolm Baldrige National Quality Award. It also provides global leadership in promoting performance excellence and in the learning and sharing of successful performance practices, principles, and strategies.

Call BNQP or visit our Web site for

- information on improving the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business, Education, and Health Care (no cost)
- information on BNQP educational materials
- case studies

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: [nqp@nist.gov](mailto:nqp@nist.gov)  
Web site: [www.baldrige.nist.gov](http://www.baldrige.nist.gov)

**American Society for Quality**  
600 North Plankinton Avenue  
P. O. Box 3005  
Milwaukee, WI 53201-3005

By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality becomes the community for everyone who seeks quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients videos

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